

Air Force Center for Quality and Management Innovation

INNOVATOR

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**Shaping
Tomorrow's
Air Force**

INNOVATOR

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The Significance of the Chief of Staff Team Excellence Award

By Brig. Gen. Hugh Cameron
Commander, AFCQMI

For the fifth year in a row, the highlight and culmination of the Air Force Quality and Management Innovation Symposium is the presentation of the Chief of Staff Team Excellence Award. At the awards banquet Oct. 16, up to five teams will have the honor of receiving this prestigious award from our new chief of staff.

The fact that the chief of staff has made it a priority each year to personally present the award and thank individuals from all the teams for their contributions is testimony to its significance.

Not only does this award recognize outstanding strides in improving important Air Force processes, it highlights people dedicated to upholding the core value "excellence in all we do."

Excellence is not a random process ... and it sure doesn't come easily. It requires planning, commitment and concerted efforts by every team member to become a reality. The Air Force has had top-notch people all along taking strides to ensure excellence in their work places who never receive any reward or recognition. We salute those selfless individuals who have always done it out of personal pride and patriotism.

Nevertheless, in 1992 the CSAF and the Air Force Quality Council initiated an awards program to institutionalize a systematic method for process improvement using teams and focusing on training personnel to use quality tools and principles. Since then, this awards program has matured from recognizing teams for their use of these tools in training to recognizing teams for using the tools to



Cameron

get operational results.

Today, the awards process requires rigorous screening at all levels. Teams must first be selected by their higher headquarters to compete for the award. Then technical review experts evaluate each element of each team's nomination package before a panel of judges validates and computes final scoring. Finally, the judges score each team's 15-minute presentation made at the

symposium to distinguish those who will receive the CSAF Team Excellence Award.

Important to note is that each team was a "winner" long before the awards process ever began last April. The fact that they recognized the need to form a process improvement team to better their mission, then used the right tools to generate effective solutions, earned them a blue ribbon in my book.

Innovative thinking is what we need to ensure continued excellence in all we do. Leadership can set an organization's vision, but the people make it happen – people who work together and take decisive steps to improve processes, products and customer service.

These teams have had tremendous impact on Air Force operations, and senior leaders want to recognize the hard work put into systematic process improvement. The CSAF uses the Chief of Staff Team Excellence Awards program to highlight the team's efforts and as a venue to crossfeed their success stories.

I hope you will take the opportunity to witness first-hand this exciting event as the CSAF addresses the teams and other attendees at the awards banquet Oct. 16. See you at the symposium! ☆

Mission directives and COPIS analysis

By Master Sgt. James S. Roberts

3rd Wing Manpower and Quality Office

Those of us who have been around the manpower community for a while probably have been exposed to mission directives.

Historically, mission directives have been published and maintained by the manpower community. These directives describe an organization and its mission, outlining key functions of the unit and the relationships between that organization and other organizations.

"Clearly communicating a unit's mission to its commander and people is essential. HQ US Air Force, major commands, direct reporting units, and field operating agencies, issue mission directives for their subordinate units ... Mission directives will: communicate the unit's mission and responsibilities to the commander and unit personnel; enable higher headquarters to review the unit's adequacy for accomplishing its mission; [and] provide a basis for interaction between the unit and other organizations." (AFPD 10-1, p. 3) Mission directive formulation and management is covered in AFPD 10-1 and AFI 10-101.

COPIS analysis

Those of us with quality backgrounds have probably dabbled with the Customer Output Process Input Supplier process analysis tool. Quality offices have used the COPIS model, with origins in Sprint and Air Combat Command, with increasing frequency to facilitate portions of strategic planning (specifically, mission analysis), process analysis, and as a baseline for organizational understanding and continuous improvement.

COPIS has often been referred to as "The Lost Art of Figuring Out What You Do." (A User's Guide to COPIS, B. Halstead, Western Air Defense Sector, 1995: Cover). By determining the elements identified in the acronym, organizations move down the path toward full mission understanding.

Mission directive/COPIS blend

The information yielded in both mission

directive formulation and COPIS analysis is very similar and of increasing value to organizations, given requirements set forth in the Government Performance and Results Act (GPRA: Public Law 103-62 S-20) and an overall enhanced Air Force focus on organizational understanding and the strategic planning process.

An opportunity exists to help solidify the merger of the manpower and quality offices by combining these two overlapping functions and, more importantly, formalizing mission analysis (step 3 of the 11-Step Air Force Strategic Planning Process). Combining these two tools would streamline this important step for Air Force organizations.

AFPD 10-1 and AFI 10-101 could be revised and revitalized by inclusion of COPIS elements and the addition of key customer requirements and key customer satisfaction indicators to provide an excellent source document for organizations engaging in strategic planning or embarking on a continuous improvement journey. The table below illustrates the overlapping nature of the two functions.

Of course, this is subject to some interpretation, but the overlapping nature of the two instruments is quite obvious. Given the intense focus on strategic

planning and mission and process understanding, it makes sense that mission directives should be written to provide the most information to the organization as possible.

Additionally, the organization should have a part in writing (or at least periodically reviewing) the statement, as generally, the organization is in the best position to know its customers, outputs, processes, inputs and suppliers. AFPD 10-1 and AFI 10-101 should be rewritten to encompass COPIS analysis.

As the manpower and quality brain pools merge, we need to closely examine our processes and find similarities so that we might streamline when possible.

Revising the mission directive process to include the COPIS model would be taking a step toward operationalizing quality and reducing duplication of effort, while providing an excellent source document for facilitators of the strategic planning process.

Even if envelopment of the COPIS model into mission directives never takes place, MQ people would be wise to refer to the mission directives in existence when taking organizations through strategic planning processes or when conducting mission analysis. ☆

Overlapping of COPIS and Mission Directive

Mission Directive Element

- Mission
- Organization and organizational chart
- Responsibilities

COPIS Element

- Mission/Mission Statement
- Customer/Supplier Relationships
- Customers
- Suppliers
- Outputs
- Key Processes

Mission Directive Element

- Relationships to other units and agencies

COPIS Element

- Customers
- Inputs
- Suppliers

Symposium '97 begins soon

Final preparations are being made for the Air Force Quality and Management Innovation Symposium, set for Oct. 14-16 in Montgomery, Ala.

Registration is open to military and civilian members of all services for \$475, based on a first-come, first-served basis. The registration fee, which also includes three lunches and a banquet dinner, can be paid by check, credit card, IMPAC card, government purchase order (SF 1449) or training authorization (DD Form 1556).

"We have an outstanding variety of senior military and civilian speakers who will present vital information on key challenges and issues, reflecting this year's theme of 'Shaping Tomorrow's Air Force'," said Maj. Shannon Switts, symposium chair for the fifth annual symposium. "Concurrent sessions will be led by Air Force experts on hot topics such as outsourcing and privatization, strategic planning, process improvement, and performing unit self assessments."

"In addition to presentations, there will be a professional trade show featuring vendors displaying the latest management innovation tools and training curriculum to enhance performance and focus on process improvement efforts," said Switts. "The trade show will also feature the 21 Air Force teams being judged for the Chief of Staff Team Excellence Award with team members sharing their success stories at their display booths."

People can download the symposium registration form from the internet at <http://www.afcqm1.randolph.af.mil/symp/reg2.htm> or call the Air Force Center for Quality and Management Innovation at DSN 487-2349, commercial (210) 652-2349, for information.

At the show

The following information is useful for those attending the symposium.

Name badges: Your name badge is your admission ticket to the conference. Please wear it at all times.

Uniform: Duty uniform (blue shirt/trousers or service equivalent) is required of all military members during the

symposium. The service dress (coat/tie combination) is required for the banquet. For civilians, appropriate business attire is suitable.

Trade show: There will be more than 50 exhibits to visit during the conference. They include exhibitors from the government and private sector. Exhibits reflect the numerous initiatives being implemented across the Air Force, as well as services available from several management consultants. In addition, the exhibits highlight those organizations competing for the Chief of Staff Team Excellence Award. See them in the Montgomery Civic Center (MCC) South Hall.

Proceedings: After the symposium, look for the proceedings on the Air Force Center for Quality and Management Innovation home page under the symposium tab.

Local attractions, hotels: See the maps on the symposium web page, or see the Chamber of Commerce representative at the symposium.

Feedback: During the symposium, our staff is always available, so take the opportunity to share your ideas and feedback with them. We are also collecting written feedback about the symposium. Feedback forms will be included in your welcome package. Please respond—we want to know how we can serve you better. Drop the completed feedback form at the Registration/Administration Desk. In addition, you will find "hot sheets" for issues requiring immediate action at the Registration/Administration Desk. Complete a hot sheet whenever you need assistance or want to share an idea during the symposium.

Trade show reception: The trade show reception is from 4:30 to 6 p.m., Oct 14 in the MCC South Hall. All symposium attendees may attend. The trade show opens at 10:30 a.m., Oct. 14; however, the reception will serve as the "official opening".

Banquet: The Chief of Staff Team Excellence Awards banquet is from 7 to 9 p.m., Oct 16 in the MCC North Hall. ☆

'97 Symposium guest speakers

By Staff Sgt. Paul Coupaud
AFCQMI

Keynote speakers at past Quality symposiums have always drawn crowds — this year's line up promises to do no less.

From the story of one unit's journey to win the Secretary of the Air Force Unit Quality Award and one man's task of rebuilding his devastated life to "The Power of Core Values" and the "Agony and Ecstasy of being a 21st Century Leader," the speakers for this year's Quality and Management Innovation Symposium are sure to offer something for everyone.

This year's speakers are:

Mr. James Zurn, senior manager, Quality Technology R&D, Intel Corporation

Maj. Gen. Stewart Cranston, commander, Air Force Development Test Center

Tom Morris, chairman of the Morris Institute for Human Values, and a special lecturer at the University of Notre Dame's College of Business Administration

Lt. Gen. Kenneth A. Minihan, director, National Security Agency and Central Security Service

Gen. Lloyd W. Newton, commander, Air Education & Training Command

Sheila Murray Bethel, entrepreneur, best selling author, and television personality

Mr. Edward D. Barlow, Jr., futurist

Mr. Jeffrey Tobe, president, Dominions International

Mr. Steve Stanton, co-author of *The Reengineering Revolution*

Lt. Clebe McClary, united States Marine Corps (Retired)

See the Innovation Center's website for more in-depth information on this year's speakers and their topics. ☆

21 teams compete for excellence award

Twenty-one teams from Headquarters Air Force, and major commands and the Air National Guard are competing for this year's Chief of Staff Team Excellence Award.

Five team "champions" will be recognized by the Air Force chief of staff during the 1997 Quality and Management Innovation Symposium banquet.

Congratulations to this year's nominees:

39th Medical Group

Incirlik AB, Turkey

The team used a self-directed workgroup to drop immunization delinquency from 74 to 25 percent in six months. Developed a benchmark "Putting Prevention into Practice" program.

65th Air Base Wing

Lajes Field, Azores

This Air Combat Command team is the command's first CONUS-based one-stop "buy and ship" operation supporting an overseas base. Order delinquency dropped from 40 to six percent and time to make contract awards dropped from 30 to five days.

80th Operations

Support Sq.

Sheppard AFB, Texas

The Life Support Natural Working Group streamlined processes 66 percent, shaved 16 man-hours from academic training, and lowered operational maintenance costs over 50 percent. They sunk \$61,234 into the improvement effort and realized a \$341,372 saving.

7th Bomb Wing

Dyess AFB, Texas

The Dyess Express reduced cargo-processing time 40 percent, maintenance costs 86 percent, miles traveled by work centers 78 percent, and annual man-days expended 59 percent. Overall process improvements saved over \$150,000 per year.

46th Maintenance Sq.

Eglin AFB, Fla.

The HazMat team consolidated duplicate processes to reduce manning requirements and improve customer service. With 81-percent reduction in manning, HazMat activities saved over \$300,000 per year. Reductions in unnecessary inventory saved another \$38,000 per year.

439th Logistics Support Sq.

Westover ARB, Mass.

The Environmental Action Team focused on shop modernization; waste stream reduction; recycling of waste oil, batteries, and oil filters; and aircraft fuel recovery. Their efforts eliminated over 75 percent of the base's strictly regulated environmental hazardous waste streams.

Air Reserve

Personnel Center

Denver, Colo.

The Officer Performance Report Team reduced late OPRs from 53 to 34 percent in six months with a continued downward trend. Lost OPRs decreased from an average of 4.4 to .83 per month. This significant improvement saved over \$15,000 the first year and \$25,000 in subsequent years.

22nd Air Refueling Wing

McConnell AFB, Kan.

The team targeted a 50 percent reduction in processing time, distance and man-hours from an established baseline. Its efforts gave the logistics group over 57 man-hours per day that could be redirected to other tasks and realized additional monetary savings of over \$300,000 per year.

325th Fighter Wing

Tyndall AFB, Fla.

The Lodging Team found they could generate cost avoidance savings by attracting deployed units to stay in less expensive rooms on base than off base.

Improvements in lodging occupancy rates and customer satisfaction generated over \$1,400,000 in cost avoidance savings based on 25 deployments.

637th Aircraft Generation Sq.

Charleston AFB, S.C.

C-17 pilots and maintenance technicians were taught to recognize safe and unsafe flight conditions based on the electronic flight control system's preflight built-in-tests. Delays caused by flyable conditions were nearly eliminated and overall delays were reduced 50 percent.

Air Force Special Forces Command

Hurlburt Field, Fla.

The team established backshop repair capability reducing the need for more costly "not repairable this station" part replacements. In addition, it changed the flying hour review and standardized cost reporting process. The improvements reduced flying hour expenses more than \$15,000,000.

8th Fighter Wing

Kunsan AB, Korea

Implemented electronic bore sighting process that saved time and eliminated use of hazardous chemicals. Established in-house repair for parts costing \$240,000 new but only \$19,000 to repair. Electronic aircraft parts which underwent phase inspection, or "electronic phase," had 138 pilot-reported discrepancies, while the same number of aircraft with electronic parts which didn't undergo phase inspection had 266 discrepancies.

18th Flight Test Sq.

Hurlburt Field, Fla.

Integrated Test Teams used standardized checklists and handbooks. These documents standardized testing procedures so new personnel could replace departing technicians. Test plan completion dropped from an average of 116 days to 62 days.

377th Air Base Wing **Kirtland AFB, N.M.**

The team used quality performance indicators to measure before and after improvement efforts. Claims processed within 10 days went from 60 to 85 percent. Average time to process a claim went from 27 to eight days. Claims successfully collected or settled against carrier increased from 49 to 65 percent.

45th Space Wing **Patrick AFB, Fla.**

This team streamlined and automated the wing's cost estimating system, which reduced the error rate from 100 percent to two percent. Accurate information allowed them to charge a fixed price per launch and reduce billing time from 18 months to 30 days. Over \$1,100,000 was saved on 11 commercial launches.

374th Maintenance Sq. **Yokota AB, Japan**

Inexperienced personnel were trained to eliminate unnecessary removal of aircraft components and trips to backshops eliminated by adding parts. Isochronal benchstock. The isochronal process was reengineered to eliminate redundant inspections. Time for inspections decreased from 12.2 to 6.3 days. The team eliminated overtime and used discretionary time to improve other processes.

165th Airlift Wing **Savannah IAP, Ga.**

The team coordinated with depot and used other benchmark organizations to locally manufacture various aircraft parts that were less expensive, more durable and took less time to get than parts ordered through supply. This saved over \$100,000 and eliminated weeks of order/receipt time.

Air Force Center for Environmental Excellence **Brooks AFB, Texas**

Empowerment, checklists, word processing templates, training and centralized process control were part of

the action plan responsible for improved contract processing. The team achieved a payroll cost avoidance of \$33,000 per year and decreased processing time from an average of 48 to 29 days.

321st Security Police Sq. **Grand Forks AFB, N.D.**

This SP team "imagineered" a process to overcome the problems of deploying the 250-pound MK-19 40mm grenade machine-gun. Backup response forces preferred it because of its 40:1 force multiplier. This reduced the deployment process from 19 to five steps and replaced M-16A2s on vehicles with MK-19s, which increased accuracy range from 800 to 2200 meters.

86th Transportation Sq. **Ramstein AB, Germany**

The team flattened organizational structure to reduce unnecessary layers of supervision and eliminated software incompatibility between other organizations. Reduced outbound transportation code one, two and three processing from 24, 46 and 504 hours to 5.36, 5.36 and nine hours respectively. Reduced inbound transportation code one, two and three processing from eight, eight, and 48 hours to 2.5, 2.5 and eight hours respectively. Air Force calculated service-wide savings to be 1.7 billion dollars a year.

Air Force Global Weather Center **Offutt AFB, Neb.**

They used computer workstation software and hardware to automate forecasting. Image resolution and accuracy increased allowing forecasters to create over 1,000 high resolution weather products per day indicating icing, turbulence, thunderstorms and other types of weather. Required man-hours decreased eight hours per day and were redirected and used for training. ☆



Award recognizes improvement through teamwork

The Air Force Chief of Staff Team Excellence Award recognizes outstanding team performance and promotes systematic process improvement by emphasizing teamwork.

It also shares best practices and promotes continuous process improvement through the appropriate use of fact-based management tools.

The Air National Guard, Headquarters Air Force and major commands are each invited to nominate two teams for the annual award. A team of technical review experts evaluates the applications and compares them against the scoring guidelines before giving a percentage score for each element and sub-element.

A scoring summary is prepared for each application and submitted to a panel of general officers who validate the technical review team's efforts and score a 15-minute presentation at the annual Quality and Management Innovation Symposium.

Five team "champions" are recognized by the chief of staff during the symposium banquet. ☆

Top Air Force suggestor saves millions

When a Warner Robins Air Logistics Center employee had a couple of better ideas for repairing guns, she not only saved the Air Force millions, but ultimately earned honors as the Air Force Suggestor of the Year.

June Sims, an equipment specialist with the Space and Special Systems Management Directorate, received cash awards for both of her ideas after she submitted them into the suggestion program at Robins Air Force Base.

One of her ideas involved taking M-16 rifles and upgrading them to M-16A2 rifles.

"My idea was to buy bits and pieces and make the money go farther," Sims said.

By upgrading the existing weapons, Sims said, there are no excess guns in inventory, the kits go to the field faster and more guns can be purchased with the money allocated to the program.

"If we had bought new guns, we would have had only a third as many," she said.

Her other idea was to refurbish the 20 mm guns used on all fighter aircraft — not only those commissioned by the Air Force, but also the other U.S. armed forces — instead of seeking additional sources to make new guns.

"Back in the late 1980s, bases were closing and all these guns were being turned in," Sims said.

A congressional inquiry showed that only one company was manufacturing the guns. Another company complained, saying it made parts for the gun and should be allowed to make a competitive bid. Teams were developed to compute the cost of the gun.

"Robins was also told to compete it," Sims said.



Sims

"Publicity was in the works, people were on panels trying to make the competition work. Then we were told we may not have to make these guns at all."

Sims finally wrote up a plan to show how Air Force dollars could be used differently.

When Sims' suggestions were finally approved and implemented, the

innovations saved the Air Force millions of dollars — the first year's net savings resulted in benefits exceeding \$9.3 million for the two ideas — and will continue to accrue additional savings as time goes by. Sims' cash awards were computed based on those savings. So far, she has netted more than \$14,000 in awards for fiscal 1996.

The changes took several years, Sims said. The suggestions had to go through many channels and eventually be approved by Congress. She submitted the M-16 upgrade idea in 1994. The 20 mm gun refurbishment plan was submitted in 1989. It took several years for the 20 mm gun plan to be implemented, she said, because it involved multiple aircraft and multiple services.

The suggestion program is geared toward implementing ideas that will improve functionality within the Air Force, whether it is outside people's scope of responsibility or in their area of expertise, said Col. Kevin McNellis, director of the Space and Special Systems Management. (Courtesy Air Force News) ☆

For information on the new
IDEA program, see Page 10

AWO boosts Fairchild unit

Capt Bill Brewer

92nd Operations Group Quality Improvement

The 92nd Air Refueling Wing recently enjoyed tremendous success in its first Power Team Event, which solved the problems in the Supply/Maintenance Repair Cycle Process of the 92nd Supply Squadron.

This success has created a sense of momentum among members of the Fairchild AFB, Wash., unit, in part because Power Teams (or Action Work-outs) capitalize on workers' motivation and energy to make significant, lasting improvements. In essence, the Power Team Event has caused us to refocus our efforts toward practical application of quality concepts to our daily duties. It has also compelled us to ask ourselves an important question: "What else are we doing to improve the way we do business in Team Fairchild?"

In the 92nd Operations Group, they seized an opportunity to address the shortfalls encountered in the scheduling and accomplishment of aircrew ground training events and simulators. The 98th Air Refueling Squadron assembled a Tiger Team on April 4 to alleviate some of the symptoms associated with a simulator scheduling problem.

The team quickly saw the need to expand the scope of their work to include modular training — a two-week period used to accomplish various aircrew ground training requirements such as aircraft servicing and M-9 training. Lt. Col. Mark Ramsay, 98 ARS commander, and Capt. Harold Brown, 98 ARS/DOT, presented this need to Col. Allan Coleman, 92 OG commander, who responded to their concern April. 17.

The colonel commissioned a Process Action Team charter, calling the team to "develop a plan to improve and streamline the accomplishment of aircrew ground training requirements while meeting the challenge of an increasing operations tempo." Team members were invited to participate on the basis of having a vested interest in improving the

ground training process. The Ground Training PAT included schedulers from each 92 OG unit, instructors from the operations group and the 92nd Logistics Group, and the staff agencies responsible for ensuring adherence to standards. The team met each Friday morning until the end of May, and targeted July 1 as the implementation date for the PAT's recommendations.

In its initial stages, the team evaluated the process in two ways. First, the team members brainstormed the factors that affect the accomplishment of ground training events. Then the team confirmed their ideas by contacting other Air Mobility Command units and administering a survey to more than 100 operations group members. After this confirmation, the PAT categorized its list of symptoms in an effort to get at the root causes of these symptoms.

The team determined because of the high emphasis placed on accomplishing operational mission tasks, the completion of ground training events and simulators necessarily took lower priority. Also, communication of what was expected of instructors, students and leaders was not clear, causing confusion and squelching enthusiasm. Once these root causes were identified, the team began to focus on solutions, formulate policy recommendations and develop means of measurement.

The results were, to say the least, impressive. Ground training modules were shortened from two weeks to one, lending more credibility to the program by "trimming the fat" and giving crewmembers more time to fulfill other requirements. One course in particular, initial and recurring Single Integrated Operational Plan training, was condensed and revised to reduce non-productive time and enhance learning. The PAT also directed production of an operating instruction to help everyone understand their roles and responsibilities. This instruction provides accountability through standardization for leadership, instructors and crewmembers alike.

A long-range approach to scheduling ground training events was also adopted to account for the one problem not completely within OG's control: operations tempo. Simulators, for example, are now scheduled such that each week's



A security policeman stands guard in front of a 92nd ARW KC-135.

Spotlight on the 92nd ARW

The coinage "anytime, anywhere" describes the 92nd Air Refueling Wing's capability of providing global reach for America. As the world's largest tanker unit and host organization at Fairchild Air Force Base, Wash., the 92nd ARW provides 58 assigned KC-135 aircraft to accomplish its mission of providing the best air mobility for America through reliable air refueling and airlift worldwide.

slots are given only to those squadrons not affected by exercises, deployments or other similar taskings.

In addition, the weekly modular training schedule has been deconflicted with any events that require participation from multiple squadrons. These actions greatly increase schedule stability for the crews in an area of major concern among members of the operations group. Each recommendation was implemented during the first week of June, a full month ahead of schedule.

The unit continues to evaluate the benefits of implementing new business techniques in the 92nd Operations Group and, from the highest levels, they continue to place emphasis on "operationalizing" quality, making it real and useful at all levels.

Unit members say they're proud of the momentum they've generated in this area, and are planning more Power Teams and other events to keep it going with the goal of make improvements to the processes they see and use each day; embrace change, simplify work and reduce waste where possible. ☆

Innovation Center negotiates new purchase deals

Does saving up to 40 percent on official Air Force book and video purchases sound like a good deal?

You may be familiar with the former Air Force Quality Institute's program that helped you do that.

The program, called a Vendor Partnership Agreement, allowed Air Force organizations to receive discounts on book and video resources from select vendors. The history of this program originally extends back to a Blanket Purchase Agreement negotiated by AFQI to provide discounts on quality resources. With the advent of the IMPAC card, the BPA was no longer required, and AFQI went to the simpler VPA arrangement.

Since the merger of AFQI and AFMEA, there have been many questions concerning these agreements and the discounts the Air Force received.

Due to this demand, the Innovation Center staff has renegotiated discount agreements with several vendors and revived the program. The information is on the AFCQMI home page under the "products" section.

The web site contains complete information on vendors, discounts offered, and even contains links to each vendor's home page allowing you to browse their current catalog.

Discounts on books and videos range from 10 to 40 percent. All vendors accept the IMPAC card. To receive the discounts, contact the vendor directly and identify yourself as an Air Force customer.

Individual orders up to \$2,500 may be placed using your organization's IMPAC card. Single orders exceeding that amount require an AF Form 9, Request for Purchase.

Call Tech. Sgt. Steve Brachel or Kathy Barrett at DSN 487-5956 or (210) 652-5956 for information. ☆

Suggestion program improved, new program launches soon

The Air Force's new Innovative Development through Employee Awareness Program will replace the old Air Force Suggestion Program Oct. 1.

Immediate IDEA program improvements include \$200 awarded for every approved idea outside job responsibilities and 15 percent of the first year of tangible savings awarded up to \$10,000.

Future improvements include streamlining the evaluation process by decreasing levels required for review and approval of each idea. Also, an automated

system will let users submit ideas electronically and check submission status from their own computers.

This reengineered program fosters open channels of communication between employees and management for adopting positive ideas, providing prompt evaluation and appropriate recognition. The Air Force benefits from improvement ideas that generate more money for modernization, while individuals benefit by receiving more money and recognition faster. ☆

AFMS now available on WWW

The AFCQMI Publishing Branch is making many products available on the World Wide Web.

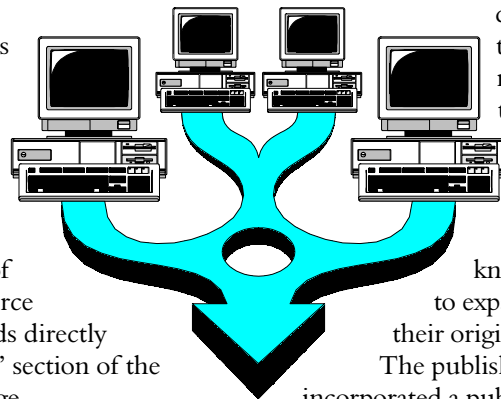
In June, customers were offered the option of downloading Air Force Manpower Standards directly from the "Products" section of the AFCQMI home page.

Manpower and Quality offices have long been able to obtain AFMSs through their access to the AFCQMI Bulletin Board System, but because BBS access is restricted to MQ offices, other users couldn't get copies of the standards.

Instead, they had to request AFMS copies through their local MQ office. The MQ staff then had to access the BBS, download the publication and pass it on to the requester. It was a time-consuming process and made the MQ staff the middleman of the AFMS distribution system.

Now that the publications are available on the web, anyone can access the standards. The new process eliminates one step from the distribution process and makes these publications much more accessible, not only to the Air Force community, but to all branches of the military as well.

All standards are available in a



compressed format to significantly reduce download time. Additionally, since the files are "self-extracting," minimal computer knowledge is required to expand the files back to their original Word 6.0 format.

The publishing office has also incorporated a publishing announcements page into the AFMS portions of the site. The page is updated each Friday and lists new and revised standards published during the preceding week. This page serves as a useful reference tool and helps customers remain up-to-date on the latest news.

Other products available on the publishing branch's web page include AF Index 18, Index of Air Force Manpower Standards. The quarterly index is a listing of available manpower standards.

There is also a complete guide to formatting Air Force manpower standards. The guide is a concise outline of administrative guidelines and contains graphic examples illustrating proper format. This guide is useful for offices involved in revising or creating an AFMS.

Call Kathy Barrett or Tech. Sgt. Steve Brachel at DSN 487-5956 or (210) 652-5956 with comments or for more information. ☆

Chief of Staff approves blue ribbon commission recommendations

WASHINGTON (AFNS) — Changing environments in the Air Force's worldwide mission led Gen. Ronald R. Fogleman to charter a blue ribbon commission to make recommendations on base inspection burdens, and suggest uniform criteria for inspections, evaluations and awards.

The Air Force chief of staff's approval is based on findings in the February Chief of Staff Blue Ribbon Commission report on Organizational Evaluations and Awards, chaired by retired Lt. Gen. Bradley C. Hosmer.

Hosmer said the commission was formed to answer the question, "Are we smart, effective and efficient when we look at ourselves?" Commissioners reviewed the Air Force processes used to evaluate, assess, survey and reward organizational performance.

The commission also asked representatives from the major commands and Air Staff for their opinions on these and related issues. The commission made far-reaching recommendations to the chief of staff.

Below are Fogleman's decisions:

- The Air Force will develop a strategic plan to set prioritized goals and objectives for the entire Air Force. Goals, priorities, objectives and game plans, the commission said, "should be in specific terms such that progress and achievement are measurable." The Pentagon's Strategic Planning Directorate is leading this effort and will publish the Air Force Strategic Plan by the end of this year.

"Major-command strategic plans will be aligned with the Air Force Strategic Plan; likewise unit strategic plans ... can be of great value in day-to-day decisions at the headquarters and across the entire Air Force." MAJCOMs will make this alignment in early 1998.

- The new Air Force organizational performance criteria will be written in clear, plain language and incorporate common ground

rules for unit self-assessments and validations. The Air Force Center for Quality and Management Innovation is working with the MAJCOMs to define the guidelines for assessments and validations.

The criteria and assessment guidance will be provided to the field in June with validation procedures following in August. The assessment and validation guidance will be effective upon receipt.

- The commission said the Air Force "should begin a cycle of limited no-threat consultation (validation) visits by persons highly skilled and trained in establishing practices that lead to continuous performance improvement. Over time the need for these tutorial visits will probably diminish. Quality practices should become self-perpetuating as they mature."

These validations will begin January 1998 replacing Quality Air Force Assess-

“Unit commanders should be held responsible for implementing standards in non-critical areas, to include building processes to assure their achievement. Compliance inspections become appropriate at a later time if a specific unit appears to be weak in a specific performance standard.

— Blue Ribbon Commission

ments. As a result, the Air Force will cease QAFA's by the end of this year.

- Commanders at all levels will develop and issue standards for performance, with commanders being responsible for compliance items in non-critical areas. The MAJCOM-level performance and process standards will be issued this summer.

"Unit commanders should be held responsible for implementing standards in non-critical areas, to include building processes to assure their achievement," the commission said. "Compliance inspections become appropriate at a later time if a specific unit appears to be weak in a specific performance standard."

MAJCOMs will continue periodic compliance inspections, but only in critical areas.

The commission said evaluation standards, whether for an inspection or an award, "should emphasize sustained performance. How units perform day to day is a critical measure of capability. High levels of sustained performance should be the Air Force standard. Such levels, relative to one-time demonstrations of excellence, are difficult to achieve and hard to measure. Nonetheless, they are critical to a healthy organization."

- The commission also made numerous recommendations on the conduct of operational readiness inspections. The Air Force inspectors general, in conjunction with the major commands, including the Air Reserve Component, will clarify how to conduct ORIs and implement an evaluation cap.

The inspectors general will publish implementation guidance in July.

- Air Force headquarters will also review organizational awards because here, too, the commission found much time spent on repetitive evaluation visits. So, the Air Force will seek to limit site evaluation visits and the size of award packages.

"Rationalizing the organizational awards program into a single system will (See **BLUE RIBBON**, Page 13)

LCOM shop updating critical program

Fred Juarez

Air Force LCOM Program Manager

The Air Force Logistics Composite Model is a family of programs consisting of data preparation programs, a main simulation program and a series of post processors.

LCOM study objectives may differ widely, but the usual one is to identify the best mix of logistical resources to support a given weapon system under given operating conditions. Conditions can include aircraft sortie rates, maintenance and supply policies, and spares quantities just to name a few. Logistics resources can include manpower, spare parts, support equipment or facilities.

The flexibility and various features of LCOM makes it ideal for conducting sensitivity and "what if" analyses which makes this model well suited for application during weapons system acquisition. The impact of policy decisions (organizational, maintenance concepts, personnel, etc.) upon resource requirements or sortie generation capability can be addressed as well.

Similarly the supportability of design alternatives can be evaluated by varying the reliability and maintainability characteristics of the components and tasks contained in the database.

What does it do?

LCOM simulates the work of a maintenance organization or any other environment that is "event driven". LCOM study objectives may differ widely, but the usual one is to locate the best - or optimal - mix of logistics resources to support a given weapon system under given operating conditions.

We don't want manpower to be too high, because then people would be idle. But we don't want manpower to be too low as people would be too busy and we would lose sorties as aircraft needing servicing or repair wait for maintenance crews to become available.

LCOM simulation for manpower is a search for the optimal balance between these two manpower considerations and sortie generation potential.

Why simulation?

The Air Force has long favored a simulation approach to aircraft maintenance manpower requirements. The main reason is that mathematical work measurement methods, which are based on expected or average long run workload, do not accurately reflect aircraft maintenance realities or mission imperatives day by day. The volume of maintenance work fluctuates over time. Equipment breaks randomly, and peaks in sortie generation demand may arise suddenly. Consequently, maintenance work and maintenance manpower cannot be entirely preprogrammed in expectation of an orderly and uniform production rate. If randomness in maintenance workload and spikes in sortie demands were removed, there would be little reason to simulate; a deterministic formula or other "management engineering" approach might be used instead.

Random factors

LCOM is called a Monte Carlo simulation because the model uses random draws from equipment failure distributions to introduce demands for unscheduled maintenance work. Similar random draws determine how long a particular repair will take.

The analyst specifies the mean, variances and distribution types for failures rates and repair times. In these ways LCOM simulation captures the randomness of real-world events. This randomness mirrors the complexity and uncertainty of aircraft maintenance. As a consequence, simulation trials must be run repeatedly to determine the "just right" resource levels. After a satisfactory resource level is found, the model is run again using new random number seeds to determine the robustness of the solution.

Tasks and required resources are described in networks that define their logical flow. These networks can be defined in many different ways and in any level of detail. The frequency with which networks are activated is governed by the failure clock describing the equipment's expected reliability. LCOM provides a wide array of task networking controls that

History of LCOM

The Logistics Composite Model was created in the late 1960's through a joint effort of The Rand Corporation and the Air Force Logistics Command.

The original purpose of LCOM was to provide a policy analysis tool to relate base-level logistics resources with each other and with sortie generating capability. Logistics resources modeled in LCOM include maintenance personnel, parts, support equipment and facilities. LCOM is a flexible and versatile model.

The interaction of any of the factors can be studied in virtually any level of detail the analyst requires. Since 1972, when LCOM was adopted as an Air Force standard, the model's most important use has been in establishing aircraft maintenance manpower requirements.

A large portion of the Air Force maintenance workforce is justified through LCOM simulation. Its connection to the Air Force budget process gives LCOM practical significance.

can be used, for example, to "call" other tasks or networks, create probabilistic branching, define sequential and parallel task strings, consume and generate parts, and change the location of resources just to name a few.

The primary input data source is historical aircraft maintenance data obtained from the Air Force's REMIS and CAMS data systems. Predicted maintenance data can also be used as in the case of future weapon systems. In addition, known and established manpower, spares, support equipment quantities as well as available facilities can be part of the input data base.

Performance summary reports are the model's principal outputs and produce summary statistics for the entire simulated period. These include operations (sorties

(See LCOM, Page 13)

□ LCOM

(From Page 11)

flown/missed), activities completed, resource utilization, manpower demands, facility usage, etc.

Looking ahead

The LCOM system is managed and distributed by the Air Force LCOM Program Office located at the Air Force Center for Quality and Management Innovation, Randolph AFB, Texas. The LCOM system is undergoing a much-needed modernization. The current Data Preparation System consists of 35 COBOL-language programs which produce numerous and often unneeded output reports. We currently have in the field a beta test release of the new DPS. The new DPS consists of five modules written in Access 2.0, is PC-based, portable, provides analysis capabilities, reduces data processing time by more than 75 percent, and most importantly, is user friendly! The beta test is scheduled to be completed in early September, with formal release scheduled for Nov. 1.

We have also begun to reengineer LCOM from the current environment to the object oriented Integrated Model Development Environment. IMDE will



A screen shot of the opening page of the Data Preparation System shows several "points of entry" for users.

allow us to provide additional modeling capabilities that aren't available in the current environment. The new simulation engine will be designed as a "joint" logistics simulation model with the Navy. We will provide updates as progress is made.

We've also just completed our first LCOM Orientation Seminar. The four-day seminar was designed to provide attendees with an overview of the LCOM system: what it is, what type of data is required, how to navigate the system, and

practical exercises. Attendees came from various Air Force functions, industry and the United Kingdom Ministry of Defense. The seminar won't make you a full-fledged LCOM expert; only time can do that. If interested in attending the next seminar, please contact the LCOM Program Office.

If you feel LCOM might aid you in performing analysis of alternative studies or have any questions, please call the program office at (210) 652-4690 or DSN 487-4690. ☆

□ BLUE RIBBON

(From Page 11)

take considerable time and expertise," the commission said. "Nonetheless, it remains an important task for the institution." The Air Force deputy chief of staff for personnel is leading this streamlining effort and will have a single system in place by this fall.

- The Air Force will develop leading-edge metrics: measures that tell commanders what happened, why it happened and what will happen regarding key mission-related activities. Reporting these metrics, according to the commission, will let major commands monitor headquarters without visiting the units.

"Most of what passes for metrics in the Air Force are better described as historical data," the commission said. "For example, some units consider sortie rates, graduation rates and in-commission rates to be metrics. While these measures are excellent data, they fall short of providing a metric.

"If good metrics were easy, the Air Force would have many of them. There is no shortage of effort among the

commands. The problem is one of education, rather than application." The Air Force Center for Quality and Management Innovation will have a metrics handbook published and available for use by the end of the year.

- Time spent in visits to field units for inspecting, assessing and evaluating will be capped to lessen the evaluation workload of individual units.
- Methods will include combining inspections, observing "real world" events, and conducting compliance inspections only in "critical" areas.

The commission said its goal for this cap, a 50-percent reduction in inspector man-days by fiscal year 1999, "is entirely reasonable ... A 50-percent reduction is ambitious. It will require a cultural change. Nonetheless, this goal (will) achieve the commission's charter to reduce the number and cost of inspections."

"This is all about helping troops on the flight line and in shops by keeping distractions to a minimum," Hosmer said. "It lets them get on with what they really do well, which is their work." ☆

AF-wide survey measures climate, quality of life

By Maj. Chuck Capps

Future Concepts, AFCQMI

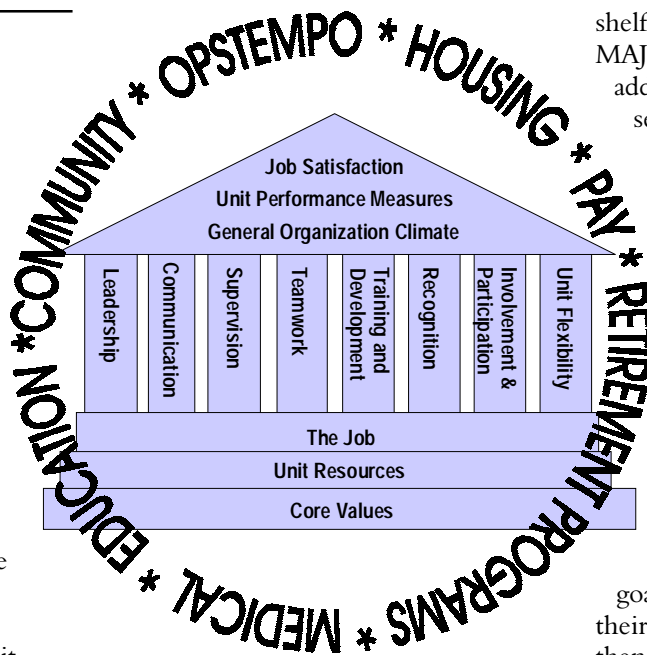
During October, all Air Force active duty and civilian members will have an unprecedented opportunity to provide Air Force leaders with feedback about a variety of "people" initiatives throughout the Air Force.

The 1997 Chief of Staff of the Air Force Survey, will be the most comprehensive computer-based survey the Air Force has ever attempted. The intent is to provide commanders at all levels information they need to be able to improve areas over which they have direct impact.

The survey is aimed at assessing activities occurring as low as the unit level, as well as Air Force-level programs directly influenced by the congressional budget.

Earlier this year, Air Force Chief of Staff Gen. Ronald R. Fogleman tasked the Air Force Center for Quality and Management Innovation to develop and administer a single, comprehensive computer-based survey to capture perceptions about organizational climate and quality of life.

AFCQMI worked in tight formation with the Quality of Life office at the Pentagon to develop one survey addressing strategic issues in both areas. Functional representatives responsible for planning, defending and executing major programs at the Air Force-level prepared the QOL section. Key areas addressed are base-level community and educational programs, personnel tempo, compensation, medical care, housing and retirement programs.



Results will be delivered to all wing, numbered Air Force, and major command commanders. The goal for providing this information is to enable these leaders to provide support for the issues and programs within the purview of their authority.

However, most of the QOL survey is designed to provide information to senior leaders at the Pentagon so they can establish actionable objectives to continually improve the QOL for all Air Force members.

AFCQMI drafted a multidisciplinary team of personnel possessing advanced degrees in psychology, management and statistics to develop the OC section. The OC section addresses 14 major themes traditionally included in surveys of this nature.

The OC development team reviewed academic articles and popular, off-the-

shelf surveys (including the most popular MAJCOM surveys) to arrive at the issues addressed in this year's survey. The OC section is designed around a systems-model which addresses inputs to the organization (core values, job characteristics, unit resources); key organizational activities (leadership, communication, supervision, teamwork, training and development, recognition, participation, unit flexibility); and outputs from the organization (job satisfaction, unit performance, general climate).

OC results will be delivered to all unit-level commanders.

Because most of the questions address local unit activities, the goal is to have all commanders debrief their organizations about the results and then design appropriate actions to address major issues. Unit-level data will be combined with collateral units' data to present group, wing, NAF and MAJCOM commanders with summary reports.

No Air Force-wide survey would be complete without demographic questions. While survey respondents will be asked to provide personal data, their anonymity will be preserved.

This personal information will be provided to senior leaders for a more complete understanding of the QOL issues. Only a minimal number of demographics will be used to amplify results of the OC section — again, to ensure anonymity is preserved.

During early January 1998, the chief of staff will receive the Air Force-level results which will provide a comprehensive review of how the Air Force is doing in the leadership and management of its most valued resource — its people. ☆

SECAF process begins, criteria updates coming

Preparations are underway at the Innovation Center for the 1997 Secretary of the Air Force Unit Excellence Award (formerly the Unit Quality Award) process.

This will be the fifth year for this competitive award, which is based on the Organizational Performance Criteria, outlined in AFI 90-501. Both the organization and examiner applications should be available on the AFCQMI web site, <http://www.afcqmi.randolph.af.mil> by Oct. 1. Examiner applications are required by Nov. 1, and organization applica-

tions are due to the Innovation Center by Jan. 15, 1998.

Examiner training is scheduled for April 1998 at Randolph AFB, Texas. Site visits for nominated units will also be conducted in April. As in past years, the award process will involve Malcolm Baldrige National Quality Award Judges, senior officers, and members from across the Air Force as examiner team members.

Contact Master Sgt Will Allbee at (210) 652-2349 ext. 3034 or DSN 487-2349, ext 3034 with questions or for more information. ☆

Leadership walkway paved with values

By Master Sgt. Joseph A. Gonzales
AF Civil Engineer Support Agency, Tyndall AFB, Fla.

TYNDALL AFB, Fla. — One of Colin Powell's "most extraordinary lessons" he says he remembers most comes from his days in infantry school 39 years ago. It has less to do with physical training or combat arms or "soldierization." It has everything to do with values — the cornerstone of leadership.

"A good leader is somebody whose followers will follow him if only out of curiosity," he said. "What that means is that such a level of trust has been built between the leader and the follower that they'll go anywhere with that person ... to see what's around the corner. They know the (leader) has a vision, self-confidence, character, integrity and honesty."

The former chairman of the Joint Chiefs of Staff was speaking via satellite from Washington, D.C., to employees at military installations, Fortune 500 companies and health-care organizations as part of "The Leadership Series." The series is a fee-based training seminar developed by Federal Training Network, a private firm offering training for government and private organizations nationwide. Part two of the professional development's four-part series was Aug. 27 with former president George Bush discussing the concept of vision and its role in leadership.

"Knowing the difference between right and wrong is the essence of integrity," Powell said. "Above all, make sure that in your dealings with people, you are honest. Have that strength of character and moral courage that will cause you to be self-confident, so that people will be confident in you. That's what integrity is all about."

Integrity — that unfaltering devotion to honesty, truthfulness and doing what's right — is just one of his most-revered values, he says, and it's also one Air Force members around the world are hearing more and more about everyday.

"Integrity first," along with "excellence in all we do" and "service above self," are the Air Force Core Values. They

are the common bond among all comrades in arms, the glue that unifies the force and ties to the great warriors and public servants of the past, according to "The Little Blue Book," a recent

Air Force publication. The book is "for all of us to read, to understand, to live by and to cherish," it states.

"(Air Force Core Values) are a guide for ethical decision making in difficult situations," said Secretary of the Air Force Sheila E. Widnall, speaking to the 1997 graduating class of Texas A&M University at College Station during commencement ceremonies. "They are a means of establishing trust among people who have to work very hard together ... (and) a set of ideals for our institution and for the way we present to the American people who we are and to what we are committed."

"It's your word, it's your family name and it's the reputation of your community ... all rolled into one essence."

The chief master sergeant of the Air Force points to integrity as the bedrock of the military as a profession.

"We start with integrity because it is the essential element or the foundation on which other values are built," says Chief Master Sgt. Eric W. Benken during a videotaped presentation shown to all Air Force recruits at Lackland Air Force Base, Texas. "It's being honest with others as well as with yourself, and doing what's right at all times."

"Servicemembers possessing integrity will always do what's right, regardless of the circumstances, even when no one is looking."

Powell also says leaders must be confident and urges them to take failures and turn them into something positive to improve the organization. He also reaffirms "excellence in all we do" — striving to do our best in everything for which we're responsible — as an integral



Powell



Benken



Widnall

part of a leader's tool bag. This is where true leaders, he says, insist on high standards.

"The troops might complain about ... what they're being put through, but when they reach those standards they feel proud of themselves and more importantly they feel proud of the leaders that took them there," he said "Nobody's going to follow a leader who is not competent, someone who does not know what it's all about, someone who does not have mastery of the subject."

Powell suggests leaders look reflectively and honestly at how they lead their own lives, making sure they understand their weaknesses and strengths and then working over time to improve. Know your values, believe in yourself and believe in those you lead. Because at the end of the day, when leaders look around they see it's people with a sense of purpose who have accomplished the mission.

Two more installments of the interactive Leadership Series are scheduled later this year and will feature retired Army Gen. H. Norman Schwarzkopf and motivational speaker Anthony Robbins speaking about endurance and action, respectively. Federal Training Network is working in conjunction with the Department of Defense's Satellite Education Network in Fort Lee, Va., to beam the series via satellite to Defense Department agencies. FTN can be reached at (207) 767-9107.

(Master Sgt. Gonzales is a public affairs specialist assigned to Headquarters Air Force Civil Engineer Support Agency.) ☆

MQ folks move up!

64 selected for promotion in recent cycles

Promoted to master sergeant:

Barner, Charles W.
Baumayr, Kenneth J.
Beffort, Steven B.
Bell, Marcus J.
Clark, John A.
Coffman, Sharon
Dobbins, Philip B.
Doss, James O.
Easterling, Steven W.
Flynn, Gerard
Henderson, Harry A.
Hillard, Raymond G.
Jones, Louis D.
Kier, Mark A.
McCoy, Donald L. Jr.
Neubauer, Ricky D.
Prince, Stephen W.
Ray, Terry E.
Roberts, Daniel W.
Scullion, Richard P.
Tolito, Aannette M.
Warner, Mark P.
Winter, James E.

Barksdale AFB, La.
Hurlburt Field, Fla.
Cannon, N.M.
Pope AFB, N.C.
Falcon AFS, Colo.
Eglin AFB, Fla.
Laughlin AFB, Texas
Randolph AFB, Texas
McGuire AFB, N.J.
Langley AFB, Va.
Keesler AFB, Miss.
Pope AFB, N.C.
Randolph AFB, Texas
Offutt AFB, Neb.
Keesler AFB, Miss.
Randolph AFB, Texas
Elmendorf AFB, Ala.
Charleston AFB, S.C.
Ramstein AB, Germany
Osan AB, Korea
Lakenheath AB, England
F.E. Warren AFB, Wyo.
Holloman AFB, N.M.

Hatley, Steven M.
Hernandez, Carlos
Jamcraso, Bernardo
Leaming, Eric J.
Livernois, Earl E. Jr.
Martin, Deborah A.
Mcalpine, Robert J.
Oshei, Lamont T.
Schierhoff, Jeanne
Seeley, Dana C.
Seibert, Deborah S.
Smith, Ronald A.
Stotts, Jerry E. Jr.
Tolbert, Gina R.
Tyler, David A.
Wiezorek, Eric D.

Washington D.C.
Peterson AFB, Colo.
Vandenberg AFB, Calif.
Langley AFB, Va.
Hurlburt Field, Fla.
Seymour Johnson AFB, N.C.
Misawa AB, Japan
Langley AFB, Va.
Spangdahlem AB, Germany
Andrews AFB, Md.
Luke AFB, Ariz.
Wright-Patterson AFB, Ohio
Randolph AFB, Texas
Altus AFB, Okla.
Scott AFB, Ill.
Hill AFB, Utah

Promoted to technical sergeant:

Allard, Ann E.
Barr, Jeffrey T.
Bonner, Walter A. Jr.
Byron, Dona L.
Catalano, Patrick J.
Danson, Gerome R.
Davis, Marcia F.
Dawson, Matthew W.
Donaldson, Leroy E.
Eschenbach, Donald E.
Esmond, Leo J. Jr.
Ferris, James R.

Tinker AFB, Okla.
Lakenheath AB, England
Kadena AB, Okinawa
Sheppard AFB, Texas
Offutt AFB, Neb.
Pope AFB, N.C.
Aviano AB, Italy
Kadena AB, Okinawa
Falcon AFS, Colo.
Tyndall AFB, Fla.
Luke AFB, Ariz.
Tyndall AFB, Fla.

Promoted to major:

Dezern, Craig D.
Dudley, William R.
Hamilton, Terry R.
Meaker, Douglas P.
Nelson, Larry S.
Parsons, Gregory D.
Plouch, Ronald L.
Thompson, Ivan G.

Travis AFB, Calif.
HQ ACC/XPMP
Robins AFB, Ga.
HQ USAF/XPMR
HQ ACC/XPMP
HQ USAF/XPMP
HQ AFSPC/XPMC
ACC QMIS/XPIT

Also from AFCQMI:

Gilday, David
Pahl, Jeff
Riggs, David
Patterson, Rich
McMonnies, Andrew
2nd Lt. Eric Meredith
Joe Burkett
Master Sgt. Jeff Kahne
Staff Sgt. Paul Coupaud
Kathy Barrett

Tech. Sgt.
Tech. Sgt.
Tech. Sgt.
Master Sgt.
Master Sgt.
Company Grade Officer of the Quarter
Senior Civilian of the Quarter
Senior NCO of the Quarter
NCO of the Quarter
Civilian of the Quarter

Frequently asked symposium questions

Q: Who can attend?

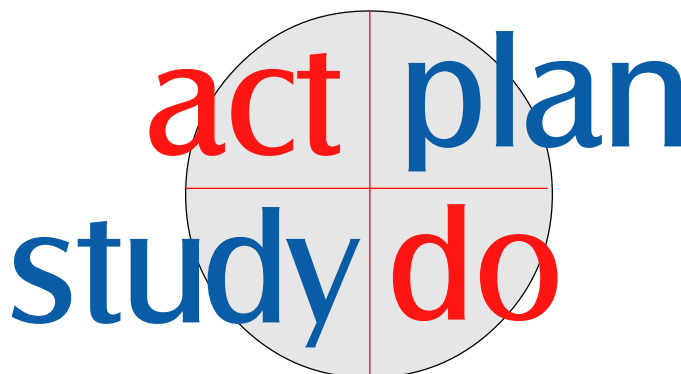
A: This year's symposium is a point of departure by focusing on hot Air Force issues with the primary targets being wing/group commanders. Other attendees include the MQ community, other Air Force personnel, members of each military service branch and interested members of the civilian community.

Q: Is the symposium considered training?

A: Yes, it is considered formal training

Q: Is it appropriate to use an IMPAC card for the symposium if considered training and can we use FY 97 monies for a FY98 event?

A: The IMPAC card may be used for training and can be charged for FY97 or FY98 funds. If using FY97 money, the IMPAC card cannot be charged more than 30 days before the event.



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